

## Message Text

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E.O. 11652: N/A

TAGS: AORG, UNESCO

SUBJECT: UNESCO 97TH EXBD MEETING:ITEM 3.1.1:ROLE  
OF SOCIAL SCIENCES

REF: PARIS 09768

1. WORKING GROUP'S MEETING ON APRIL 18 TO DISCUSS ROLE OF  
SOCIAL SCIENCES IN UNESCO IN RELATION TO ORGANIZATIONAL  
STRUCTURE WAS VERY SUCCESSFUL, IN UNANIMOUS OPINION OF  
PARTICIPANTS, WHO AGREED THAT THERE SHOULD BE MORE FREQUENT  
OPPORTUNITIES FOR DISCUSSIONS OF THIS IMPORTANT AND TOO  
OFTEN NEGLECTED AREA OF UNESCO'S COMPETENCE. PERM DEL'S  
HELPFUL SUGGESTIONS (REFTEL) WERE MUCH APPRECIATED.

2. FULL BUT UNCOLLATED NOTES OF MEETING WERE POUCHED  
DEPUTY PERMREP ON FRIDAY. FOLLOWING MAJOR POINTS ON WHICH  
GROUP REACHED CONSENSUS ARE PROVIDED FOR PERM DEL'S  
GUIDANCE DURING SPECIAL COMMITTEE AND BOARD MEETINGS:  
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A. IMPORTANCE OF ORGANIZATIONAL STRUCTURE SHOULD NOT BE EXAGGERATED. EQUALLY IMPORTANT IS NEED TO EDUCATE TOP SECRETARIAT MEMBERS SO THAT THEY WILL BE PREPARED TO GIVE SOCIAL SCIENCES KEY ROLE IN UNESCO'S WORK, ESPECIALLY IN THE PROMOTION OF PEACE AND IN DEVELOPMENT PROJECTS,

PARTICULARLY IN THE EARLY PLANNING STAGES.

B. THREE BASIC REQUIREMENTS FOR UPGRADING THE ROLE OF THE SOCIAL SCIENCES ARE UNITY, VISIBILITY AND RESPECTABILITY. IN THE PAST, SOCIAL SCIENCES HAVE BEEN WEAKENED BY INJECTION OF POLITICAL ISSUES (DUE, AT LEAST IN PART, TO THEIR CLOSE SECTORAL ASSOCIATION WITH POLITICALLY LOADED HUMAN RIGHTS AND "PEACE" ISSUES), BY LACK OF ADEQUATE FUNDS AND BY CONCOMITANT SHORTAGE OF FULLY QUALIFIED STAFF.

C. UNESCO'S PRIORITY TASKS SHOULD BE TO PROMOTE DEVELOPMENT OF SOCIAL SCIENCES AS A DISCIPLINE AND STRENGTHEN SOCIAL SCIENCE COMPONENTS TO ENSURE MAXIMUM CONTRIBUTION TO UNESCO'S OPERATIONAL PROGRAMS (E.G. LITERACY, ENVIRONMENT, POPULATION, ETC.), ESPECIALLY IN RELATION TO LDC'S. FIRST OF THESE GOALS WOULD BE GREATLY FACILITATED BY STRENGTHENING LINKS WITH NGO'S (TO ACHIEVE MORE EFFECTIVE COMMUNICATION NET SERVING SOCIAL SCIENTISTS EVERYWHERE), EXPANSION OF STAFF AND INCREASED REGIONALIZATION.

D. ORGANIZATIONAL REFORM COULD PLAY MAJOR ROLE IN ACHIEVING THESE GOALS BY HELPING TO OVERCOME WEAKNESSES IDENTIFIED IN PARA. B ABOVE. ONE SOLUTION WOULD BE TO GIVE SEPARATE SECTORAL STATUS TO AN EXPANDED, STRENGTHENED SOCIAL SCIENCES UNIT HEADED BY AN ADG WITH RESPONSIBILITIES SOLELY FOR THE SOCIAL SCIENCES. GROUP CONCLUDED, HOWEVER, THAT WHATEVER THE RELATIVE MERITS OF THIS APPROACH, IT WOULD BE UNLIKELY TO BE ACCEPTED BY DG IN VIEW OF HIS REPORTED PREFERENCE FOR REDUCING NUMBER OF ADG'S. IT WAS DECIDED THAT BEST PLAN WOULD BE TO HAVE A COMBINED "NATURAL AND SOCIAL SCIENCES" SECTOR UNDER ONE ADG, WITH A D-2 FOR SOCIAL SCIENCES FILLED BY A HIGHLY QUALIFIED SOCIAL SCIENTIST AND A SINGLE D-2 FOR NATURAL SCIENCES, IN PLACE OF THE TWO EXISTING D-2 SCIENCE POSITIONS.

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E. SOCIAL SCIENCE DEPARTMENT WOULD BE AUTONOMOUS, HIGHLY VISIBLE UNIT WHICH WOULD HAVE PRIMARY RESPONSIBILITY FOR SOCIAL SCIENCE DEVELOPMENT AND WOULD FOCUS ON SUCH SUBSTANTIVE MATTERS AS INDICATORS, MIDDLE RANGE TECHNOLOGY, OPERATION OF REGIONAL SOCIAL SCIENCE PROGRAMS MODELED AFTER MAB, IHP, ETC. AT THE SAME TIME, SOCIAL SCIENTISTS WOULD BE DECENTRALIZED TO ALL OTHER SECTORS - NOT JUST NATURAL

SCIENCE DEPARTMENT - AS INTEGRAL MEMBERS OF PROBLEM-ORIENTED TEAMS. THEY WOULD BE SELECTED IN COORDINATION WITH THE SOCIAL SCIENCE DEPARTMENT, BUT WHILE THEY WOULD WORK CLOSELY WITH THAT DEPARTMENT, THEY WOULD NOT BE ADMINISTERED BY IT.

F. BOTH THE NATURAL AND SOCIAL SCIENCES (AND SCIENTISTS) WOULD BENEFIT FROM THIS CLOSE RELATIONSHIP, WHILE THE SOCIAL SCIENCES WOULD NOT BE "SUBMERGED" AS LONG AS THEY WERE HOUSED IN A SEPARATE, INDEPENDENT DEPARTMENT WITH CLEARLY DEFINED RESPONSIBILITIES AND FUNCTIONS.

3. WHILE EXPRESSING GENERAL APPROVAL OF UNESCO'S INCREASED PROBLEM-ORIENTATION, THE GROUP WARNED THAT THE REORGANIZATION OF UNESCO POSED THE DANGER THAT PARTICULAR PROBLEMS WOULD BE CAST IN ORGANIZATIONAL CONCRETE, WITH SPECIAL INTEREST BUREAUCRACIES ENSURING THAT THEY WOULD "GO ON FOREVER" INSTEAD OF BEING "TERMINAL PROJECTS." IT WAS EMPHASIZED THAT INTERNATIONAL BUREAUCRACIES, ONCE ESTABLISHED, TENDED TO LACK FLEXIBILITY AND TO BE HIGHLY RESISTENT TO DISMANTELING. ON THE OTHER HAND, THE REORGANIZATION EXERCISE WAS VIEWED AS PROVIDING AN EXCELLENT OPPORTUNITY FOR A MAJOR RESHUFFLING OF PERSONNEL TO MAKE THE ORGANIZATION MORE EFFECTIVE.

4. THE GROUP AGREED ON NEED TO PERSUADE DG THAT AT THIS STAGE, GIVEN LACK OF THOROUGH VETTING OF THE MANY COMPLEX ISSUES INVOLVED, UNAVAILABILITY OF PROMISED DOCUMENTS, UNCERTAINTY REGARDING DG'S OWN IDEAS, AND NEED TO ENSURE THAT ALL REORGANIZATIONAL DECISIONS FORM A LOGICAL, UNIFIED CONCEPT, NO HARD AND FAST ORGANIZATIONAL DECISIONS SHOULD BE TAKEN DURING FORTHCOMING MEETINGS. WHAT IS REQUIRED AT THIS PRELIMINARY, EXPLORATORY STAGE IS THE UNCLASSIFIED

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OPEN-MINDED EXCHANGE OF IDEAS.

5. FINALLY, THE GROUP ALSO RECOMMENDED THAT EFFORTS BE MADE TO GET THIRD WORLD REPRESENTATIVES TO TAKE LEAD IN PROMOTING ABOVE IDEAS, RATHER THAN FOR U. S. TO GET IN FRONT. POINT WAS MADE THAT WHILE U. S. LEADERSHIP IN SOCIAL SCIENCES IS WIDELY ACKNOWLEDGED AND RESPECTED, WE NEED TO ALLAY LDC FEARS (AS WELL AS THOSE OF EAST EUROPEANS, ALTHOUGH FOR DIFFERENT REASONS) THAT U. S. IS TRYING TO IMPOSE A PARTICULAR PHILOSOPHICAL BIAS. IN THIS CONNECTION, IT WOULD BE HELPFUL TO STRESS CONTRIBUTION OF SOCIAL SCIENCES TO WORK ON DEVELOPMENT PROBLEMS OF PRIORITY CONCERN TO LDC'S. KISSINGER

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